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ABSTRACT

In Maryland, Catonsville Community College's (CCC) 1990-91 marketing plan deals with the community's perceptions of the institution and strategies to improve CCC's image. Both the 1989-90 and 1990-91 plans targeted the same markets for special recruitment strategies; i.e., high school graduates with transfer plans, part-time adult students, minority students, and high school students with technical or career program interests. The 1990-91 plan sets forth seven goals, offers a rationale for each goal, and indicates tactics used to achieve the goal. Goal 1 deals with a community research instrument to gather data for image improvement. Goal 2 is concerned with continuing the external image-building process through the improvement of existing programs and services. Goal 3 involves increasing college participation in marketing efforts. Plans for the recruitment of the target markets are set forth in the remaining goals. These goals and tactics include the following: (1) increase transfer students' awareness of program quality by expanding CCC's promotional campaign, using personal testimonials of successful graduates in recruitment materials, and publicizing scholarship recipients in local newspapers; (2) increase minority students' awareness of the benefits of a college education by promoting minority scholarship opportunities, creating television spots highlighting student diversity at CCC, and committing resources to develop a minority student recruitment program; (3) increase adult students' awareness of CCC through an open house for parents, informing local business of the benefits of CCC-provided employee training, and initiating a direct mail campaign for applicants who never registered; and (4) inform potential students of technical training opportunities at CCC by working with the Western School of Technology, holding an open house, and sending lecturers to feeder high schools. (AYC)

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1990 - 1991 Marketing Plan

Year II : Planning to Meet the Future

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Catonsville Community College
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Catonsville, Maryland 21228

Catonsville Community College Marketing Plan

Year II: Planning to Meet the Future

YEAR I: SUMMARY

In August of 1990, a progress report on the College's first Marketing Plan was presented to the budget unit heads at their annual planning retreat. Entitled "Year I: Developing a Marketing Orientation," the plan focused on internal strategies introducing the concept of marketing to the college community and stressing the importance of individual efforts in creating a positive image for the institution.

In that first Marketing Plan, the projects and goals that were accomplished in image-building were fairly extensive. Much of the activity centered on improving our physical environment, our delivery of services to students, the quality of publications, and the methods used to communicate our message to potential students. The populations targeted by the Marketing Plan for special recruitment strategies received moderate attention. These populations will continue to be the focus of our recruitment efforts this year with more realistic tactics to accomplish our goals.

PLAN DEVELOPMENT

A subcommittee of the Marketing Committee was charged with the development of this year's marketing plan. The following faculty members volunteered to serve.

Dot Colvin	Director of Public Relations
Linda Emmerich	Director of Admissions/Outreach
Carol Kolb	Coordinator of Community Services

Jo-Ann Rasmussen	Coordinator of Production and Operations, CTV 20
Connie Szczech	Director of College Printing Services
Fran Turcott	Director of Marketing and Chair of the subcommittee

The theme of the Marketing Plan for 1990-1991 is "Planning to Meet the Future." Development of the Marketing Plan was tied directly to the new college planning process which will enable the College to anticipate future challenges and manage resources to best reach our goals.

The College Planning Document contains prioritized trends along with goals and objectives written to manage those trends. These planning goals and objectives provide direction for developing the Marketing Plan. Each marketing plan goal is linked directly to the College Planning Document and is cited by Trend, Goal and Objective within the text of the "Needs Assessment." All the Marketing Plan goals support college planning initiatives. An annual review of the outcomes of the Marketing Plan will provide information to update the Planning Document and help set priorities for future budget considerations in addition to providing information to revise next year's Marketing Plan.

TARGET MARKETS AND ACTIVITIES

The following target markets were identified by the Planning Document for special recruitment strategies:

1. High school graduates seeking full-time status with

transfer plans

2. Part-time adult students
3. Minority students
4. High school students with technical or career program interests

These are essentially the same target markets as last year's, and the strategies to recruit these populations can be found within goals 4,5,6,and 7. Most of the strategies require cooperative efforts among the different offices on campus directly responsible for marketing services and among some offices who normally do not consider themselves responsible for marketing.

Whereas the focus of last year's Marketing Plan was to develop a marketing orientation at the College and study our perceptions of the quality of our programs and services in order to improve them, the focus of this year's plan is to study the community's perception of the College and use this information to formulate strategies to continue improving our image. Goal 1 deals with a community research instrument which will be designed to gather data for image improvement. Goal 2 deals with continuing the external image-building process through the improvement of existing programs and services, whereas Goal 3 involves increasing college participation in marketing efforts. Goals 2 and 3 are similar to those of last year, but the tactics to achieve the goals are somewhat different and more realistic.

GOAL 1	Evaluate the image of the College in the community we serve. In addition, determine what needs the College should serve that we are not currently serving.
NEEDS ASSESSMENT	The Planning Council (Trend V: Goal 2, obj 5) pointed out the need to change the perception internally and externally of the community college as a second class institution. This goal examines our community's perception of the college in order to formulate strategies to change any negative perceptions.
TACTIC	1. The Director of Marketing and the Office of Institutional Research will write a proposal for the services of a marketing research firm to create and implement a survey of the community college service area by November 1, 1990. The survey will be administered in the spring of 1991.

GOAL 2

Continue external image-building process through improvement of existing services and resources.

NEEDS ASSESSMENT

The Planning Council (Trend IX: Goal 1, obj 1,2,) pointed out the problem of erosion of local government's positive attitudes toward supporting public community colleges. Included in this goal will be the improvement of our relations with the media, increasing the use of CTV-20, and continuing the improvement of print media as tools for developing a positive image of CCC in the community.

TACTICS

1. Create and develop the Cluster Brochure Campaign by June 1991. (Admissions, Academic Divisions, Marketing and Publications)

2. Develop the "first-look" publication which will replace the catalog and viewbook as outreach tools. Most often asked questions of CCC will be answered in this promotional publication to be completed by June 1991. (Admissions, Marketing Publications)

3. Use the results of the Community Research Survey to develop and enhance the media relations action plan by January 1991. (Public Relations, Marketing)

4. Promote college programs through the development of media kits targeted to news print editors and producers of talk shows. This effort will also promote the expertise and specialties of college administrators, faculty and staff. (Public Relations)

5. Submit announcements of college activities to appropriate calendar listings of both print and electronic media outlets to highlight business, education, theater, concert, travel, and other offerings. (Public Relations)

6. Establish a CTV 20 College Promotions

Committee by Jan 30, 1991 to promote college programs and services of interest to Baltimore County residents. The committee will provide a resource group of writers, producers and talent to prioritize, develop, and produce promotional announcements for use of CTV 20. (Marketing, Coor. of Productions - CTV 20)

7. Establish and offer a "Kids in College" type program of courses during the summer of 1991. These courses would provide pre-college (11-15 year old) students with a positive exposure to the community college environment as well as provide a community service to working parents. (Continuing Education, Admissions)

GOAL 3 Increase college participation in marketing efforts.

NEEDS ASSESSMENT: The Planning Council (Trend IX: Goal 1, obj 1,2,) directed the College to use all our human resources to improve our image among our many constituencies. This goal will focus on promoting image and increasing more active participation in marketing by all in-house personnel as initiated by last year's Marketing Plan.

TACTICS:

1. Solicit volunteers college-wide by February 1991 to participate in the Speaker's Bureau and promote this marketing opportunity to community organizations. (Public Relation)

2. Solicit support from the President's Staff by December 1990 to rededicate college employees to the importance of meeting college and community service responsibilities both as important outreach tools and as elements of the evaluation package. Provide employees with various opportunities to meet these requirements (adopt-a-bed program, speakers bureau, student mentors, community volunteer work, etc.). (Marketing, Community Services)

3. Redesign personnel "Welcome Folder" material distributed to new college employees by Fall 1991. Include college pin and information about ways to become involved in the College and promote marketing efforts. (Marketing, Personnel Office, Publications)

GOAL 4

Increase transfer students' awareness of the quality of our program and, after they are enrolled facilitate their articulation with four year schools.

NEEDS ASSESSMENT

The Planning Council (Trend V: Goal 2, obj 1,3,4 and Trend VI: Goal 1, obj 7) pointed out the need to change the perception of the community college as a second class institution and called upon the College to emphasize its quality transfer program.

TACTICS

1. Increase the promotional campaign 25% over last year in paid ads, including ads in credit and credit-free registration newspapers, emphasizing the success rates of our transfer students at 4 year institutions, quality of our teaching, and the availability of good advising to facilitate transfer success. (Marketing, Publications)

2. Use personal testimonials of successful Catonsville graduates in the development of recruitment materials. (Publications, Admissions)

3. Publicize scholarship recipients and their accomplishments in local newspapers. (Foundation, Public Relations)

4. Create two CTV-20 promotional spots by fall 1990 to highlight the quality of the transfer program. (Teleproductions, Marketing, Public Relations)

5. Create a mailing campaign for prospects in grades 9-12 by fall 1990. (Admissions, Publications)

6. Evaluate and possibly modify the Honors Program outreach and selection efforts by Fall 1990. (Admissions, Honors Advisory Committee)

7. Offer parents of Baltimore County Public School seniors a workshop focusing on the college decision-making process by November 1990. Four year admissions reps and high

school counselors will take part. (Admissions, Marketing)

8. Host a Guidance Counselor Appreciation Day by December 1990 to demonstrate our appreciation to them for their partnership with us. (Admissions, Publications)

9. Assist in the dissemination of information to current students about the importance of advising in the registration process to assure articulation of transfer programs. (Marketing, Records Office, Academic Advising)

GOAL 5

Increase minority students awareness of the benefits of a college education, and of CCC in particular, and, once they are enrolled support them in achieving their goals.

NEEDS ASSESSMENT

The Planning Council (Trend I: Goal 1; obj 2, and Trend IV: Goal 2; obj 1, Goal 4; obj 2) identified the trend of a growing minority population in the College's service area and a tendency for minorities to enroll at the College. The success of this population will depend upon support programs such as faculty/staff mentorship and other special services.

TACTICS

1. Promote minority scholarship opportunities at financial aid workshops in high schools, churches, and malls. (Financial Aid, Admissions, Marketing)

2. Submit newspaper articles and highlight scholarships specifically available at the College. (Public Relations)

3. Create two CTV-20 promotional spots by fall 1990, to highlight the diversity at CCC including benefits such as cost, good student service support programs, and the availability of child care facilities. (Marketing, CTV-20)

4. Create a coordinated media campaign with print and radio spots highlighting diversity at CCC and include benefits such as cost, student support systems, and availability of child care facilities. (Marketing, Public Relations, Publications, Student Services)

5. Commit personnel and resources to develop and implement a minority student recruitment program including dedicating an admissions counselor on a half-time basis by September 1990. (Admissions)

6. Meet with the Coordinator of Minority Student Affairs, Baltimore County Public

Schools, to identify ways that CCC and the BCPS can become partners in the advancement of Baltimore Co. African-American students by December 1990. (Admissions)

7. Expand and continue the Milford Mill School Future Business Leaders of America field trip by February 1991. (Admissions)

8. Develop a fact sheet promoting the Trio programs sponsored by CCC by December 1990. (Admissions, Special Projects, Publications)

GOAL 6

Increase adult students' awareness of the benefits of continuing their education at CCC and, once they are enrolled, support their attendance with appropriate student service support systems.

NEEDS ASSESSMENT

The Planning Council (Trend V: Goal 4; ojb 3,4,5) directed that emphasis be placed on informing the public about making informed choices for continuing their education. Populations targeted for special attention include returning women in non-traditional fields of study and minority adults.

TACTICS

1. By April 1991, hold an open house for the parents of TRIO students to make them aware of the benefits of returning to school. (Admissions)

2. Create two CTV-20 promotional spots by fall 1990 to highlight upgrading job skills and advancing one's career through continuing education, credit and non-credit. (Marketing, CTV-20, Continuing Education)

3. Contact Human Resources Departments of local businesses by spring 1991 to inform them of benefits of college training for employees. (Admissions, Continuing Education)

4. Initiate a direct mail campaign to inquirers and applicants who have not registered for classes during the past year. (Admissions, Records and Registration)

5. Create a factsheet/brochure featuring services for adult students by August 1990. (Admissions, Publications)

6. By spring 1991, include credit for prior learning opportunities that are available at CCC in credit and non-credit registration newspapers and promotional material that is targeted to adults. (Admissions, Continuing Ed., Marketing, Publications)

7. Place stories in local media about success stories and the opportunities available at CCC to women interested in non-traditional careers. (Public Relations, Occupational Training Center)

8. Write to eight local Real Estate agencies by September 1990 and offer to give them limited quantities of our current viewbook for inclusion in relocation packages sent to people moving into the area. (Marketing)

GOAL 7

Inform potential students of technical training opportunities available at CCC but emphasize the need for a broad education to meet the increasing demands within technical fields.

NEEDS ASSESSMENT

The Planning Council recognizes the need for highly skilled workers for today's work force (Trend VII) and the effect that rapidly changing technology produces on shaping our curricula.

TACTICS

1. Work with Western School of Technology to recruit eighth grade students into technical education. Explore the development of a video to promote technical courses through the AA degree by summer 1991. (Teleproductions, Admissions, Marketing)

2. Develop a marketing strategy to target one career program and conduct an open house using the "Printing Model" (e.g., demonstration of on-campus equipment, tour of actual work site, and talks by representatives in selected industries) for students and their parents. (Marketing, Public Relations, Admissions, and appropriate faculty)

3. Use the Visiting Lecturer Series in at least three feeder high schools by June 1991 to bring technical training faculty and information about opportunities to students. (Admissions)

4. Encourage articulation of voc-ed high school students through initiatives such as incentive grants (2 plus 2 program) and scholarships (Western scholarship). (Marketing, Foundation, Admissions, Instructional Staff)

5. Continue the development and promotion of high school articulation agreements with the College to encourage voc-ed students to pursue higher education. (Instructional Staff,

Admissions, Marketing)

6. By October 1990, write and submit a Challenge Grant proposal requesting funds for a one year admissions recruiter for technical career programs which are experiencing critical shortages in career pools. (Technical Studies, Admissions, Dir of Dev.)

7. By June 1991 offer a summer institute program for a select group of feeder high school guidance counselors and teachers to introduce non-technical personnel to the work and educational requirements of the technologies. (Technical Studies, Admissions, Baltimore County Public Schools.)

8. By October 1990 develop a faculty liaison link with the OTC to allow the Admissions Office to work with OTC graduates interested in continuing their education with the credit side of the College. (OTC, Admissions)

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